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**MANAGEMENT DEVELOPMENT PLAN
BOLIVIA**

JULY 1996 TO JUNE 2000

Latin America and the Caribbean Unit
The Family Planning Management Development Project
Management Sciences for Health

Management Development Plan
Bolivia
July 1996 to June 2000

Introduction:

Background:

Although Bolivia has made important advances in the recent past in the areas of reproductive health, it is still among the countries in Latin America with the highest total fertility (4.8) and lowest contraceptive prevalence rates (18% using modern methods). Its infant mortality rate of 71/1,000 exceeds the next highest in the region by more than ten per 1,000 births. During the past decade, government support for reproductive health has increased and the environment has improved markedly for family planning programs. Perhaps the most notable policy change is the increased emphasis on reproductive health activities under the 1994 PLAN VIDA. Nevertheless, the public sector role in the provision of family planning services remains limited, providing only about one third of Bolivia's family planning clients. The majority of clients rely on the private and NGO sectors for contraceptives and reproductive health services. The unmet need for family planning remains high, particularly in rural areas where the total fertility rate is 6.3.

In Bolivia, FPMD will work with both public and non-governmental sector organizations to support USAID's National Reproductive Health Program (NRHP) leading to an increase in the contraceptive prevalence rate. FPMD's specific activities will improve the management capacity of Bolivian organizations, focusing upon strengthening overall institutional management capabilities, bettering the quality of family planning services and expanding coverage in rural areas.

Counterpart Institutions:

Caja Nacional de Salud (CNS) :

The Caja Nacional de Salud (CNS), the Bolivian social security institution, delivers medical care to insured workers through its thirteen hospitals, 24 polyclinics and seven rural centers. In the early 1990s, CNS added a five-component reproductive health services program. This program includes family planning, promotion of breastfeeding and birthspacing, cancer and STD detection and assessment and management of reproductive risk. In spite of its extensive network of service providers, the 1994 DHS data showed that CNS services in family planning accounted for only 7.2% of all services provided. Poor public perception of the quality of the services CNS provides, the resistance of medical staff to family planning in general and regular strikes are three of the major obstacles facing the institution.

Centro de Investigación, Educación y Servicios (CIES):

The Centro de Investigación, Educación y Servicios (CIES) is the largest non-governmental organization working in family planning. Through its network of nine clinics, CIES provides an

estimated ten percent of the family planning services in Bolivia. The institution is a leader in the reproductive health arena, playing an important role not only in the promotion of services but also as an advocate for policy changes.

Programa de Coordinación en Supervivencia Infantil (PROCOSI):

PROCOSI is a non-profit umbrella organization with a membership of 24 private voluntary organizations working in health care in Bolivia, including 10 original member organizations and 12 newer affiliate organizations. Members are both branches of international assistance non-governmental organizations (NGOs) and local non-profits. PROCOSI was established eight years ago to channel USAID reproductive health and child survival funds to the NGO sector in Bolivia.. The NGO network members provide about 20% of the family planning services nationally. While PROCOSI provides some technical assistance, training, research and coordination functions for its membership as well as performing an advocacy function, its principal activity is the distribution, monitoring and reporting of USAID reproductive health and child survival funds to its members.

Community and Child Health (CCH) Project:

CCH is a USAID-funded project with the National Secretary of Health (SNS) that started in 1988. The goal of the project is to improve the health status of the rural population, specifically strengthening the institutional capacity of the SNS through regional and district mechanisms and linkages with the private and NGO sectors to improve the quality of and increase demand for services in selected rural areas. Currently, CCH's activities focus on child survival, rural water and sanitation and Chagas disease with plans to integrate reproductive health. One of the potential linkages of CCH will be with the PROCOSI network, expanding service delivery to the rural areas. CCH recently underwent a change of executive leadership.

Goals of FPMD Program of Assistance to Bolivia:

Caja Nacional de Salud (CNS)

Long Term Goal

The goal of FPMD's assistance to CNS will be to expand the role of the public sector in reproductive health by strengthening the CNS management capabilities and improving the quality of services offered in its network of service delivery points. FPMD will work at the service delivery level as well as the middle management level, providing training and technical input for the reproductive health program.

Objectives and Activities

Objective 1: The quality of services provided by CNS is improved using Continuous Quality Improvement (CQI).

Activities: Training and technical assistance activities in CQI will include orientation and training of trainer seminars, development of a trainer's manual, polyclinic operational staff training, set-up, monitoring of and technical assistance to strengthen quality teams within the clinics and finally evaluation of the results of the interventions in the clinics. Initially, CQI activities will be undertaken in five polyclinics in three regions. After the first year, this activity will focus on transferring the methodology to CNS staff, identifying a local consultant for follow-up, creating a cadre of CQI trainers, institutionalizing and replicating the CQI process.

FPMD role: FPMD consultants will provide training, TOT, technical assistance and follow-up and monitor the CQI process in collaboration with CNS counterparts, recommending steps to be taken throughout the process to ensure its success. Additionally, FPMD will identify and train a local consultant who will be responsible for regular follow-up. The training and technical assistance will take place during a minimum of three visits per year for four years.

CNS role: Through an MOU, CNS will handle all training logistics and coordination with polyclinic staff. CNS will be responsible for regular monitoring of progress of CQI interventions and providing feedback and periodic reports to FPMD.

Objective 2: Management capabilities of the CNS Reproductive Health Program staff strengthened.

Activities: Activities will include support in organizational development in order to continue strengthening management skills of program managers within the CNS Reproductive Health Program. FPMD will provide training for these managers in strategic planning, organizational development, teambuilding and other management areas based on the client's needs. An observational visit by senior level managers to the innovative Peruvian Social Security Institute (IPSS) is also planned.

FPMD role: In collaboration with CNS, FPMD consultants will design and conduct training aimed at institutional strengthening for the next four years. This training will take place during two visits each year. A minimum of one technical assistance visit will be planned per year to assess the impact of the training and the need for further support.

CNS role: See Objective 1.

Centro de Investigación, Educación y Servicios

Long Term Goal

The goal of FPMD's assistance to CIES will be to continue to strengthen CIES management and increase its sustainability. As IPPF's support and assistance to CIES has increased, FPMD activities will be extremely focused and closely coordinated with IPPF to ensure complementarity. Additional technical assistance and training to CIES will be provided through FPMD activities with PROCOSI.

Objectives and Activities

Objective 1: CIES staff using skills in financial management for financial monitoring of clinics and analysis of costs.

Activities: FPMD will provide technical assistance and training to CIES staff, developing practical costing models that will enable the organization to monitor performance in sustainability and make programmatic decisions and projections with a goal of increased sustainability, decreasing dependence on donor support.

FPMD Role: FPMD consultants will work in collaboration with CIES financial management staff in the development, implementation and use of this model. Technical assistance will be provided during two visits per year for the first two years, with follow-up and support via electronic mail.

CIES Role: CIES will ensure appropriate and responsible staff work closely with FPMD consultants during technical assistance visits and through regular electronic communication, providing feedback. Additionally, CIES will provide hardware and software as required.

PROCOSI

Long Term Goal

The goal of FPMD's assistance to PROCOSI is to strengthen the management skills of PROCOSI and selected member NGOs in order to improve service delivery. A potential new goal is to enable PROCOSI to work collaboratively with CCH for the expansion of reproductive health service delivery to rural areas.

Objectives and Activities

Objective 1: PROCOSI and its member NGOs using a process of strategic institutional strengthening and development.

Activities: Initially, activities will include training and technical assistance to the Comité de Directores in strategic planning, strategic analysis, current trends and tools in management and quality and the process of organizational change. Further activities will also be directed at selected member NGOs and will focus on developing local management as well as management training capacity within four or five of these NGOs. These trainers will conduct management training for their organizations and eventually for outside institutions. In collaboration with SatelLife, FPMD will support installation of a micronetwork connecting PROCOSI with its members and other international health/family planning data bases and advisors.

FPMD Role: FPMD will provide consultants and facilitators to conduct training and technical assistance in management for the coordinating team and selected NGOs, as well as coordination

with SatelLife for the establishing of the micronetwork. This support will be provided during approximately four visits per year for four years.

PROCOSI Role: PROCOSI will support local costs of training and will coordinate in-country logistics. PROCOSI staff will participate in the design of workshops and scopes of work for technical assistance.

CCH:

Long Term Goal:

The goal of FPMD's assistance to CCH is to enable CCH to collaborate effectively with PROCOSI for the provision of reproductive health services to rural populations.

Activities/Roles: TBD Minimally, the activities with CCH will include the definitions of standards for service delivery mechanisms for private (NGO) and public organizations working in the delivery of reproductive health services in rural areas and administrative mechanisms to provide funding for these services.

Key Counterparts/Donors and Other CA Collaboration:

IPPF, PROSALUD, UNFPA, EU, GTZ, local consultants

CIES

Objective	Indicator	Data Source/Method of Assessment
Strengthen financial management and increase sustainability	Financial monitoring system for management decisionmaking developed and used	Assessment of system's functioning and use by decisionmakers
		Progress and financial reports
		Productivity statistics

PROCOSI/CCH

Objective	Indicator	Data Source/Method of Assessment
Strengthen management skills of institution and members	Strategic plans developed and implemented by PROCOSI	Progress reports and FPMD technical staff follow-up
	Operational plans developed and implemented by PROCOSI	Progress reports and FPMD technical staff follow-up
	Number of trainings conducted by internal training cadre	Progress reports and FPMD follow-up
Expand reproductive health services in rural areas	Standards developed for service delivery mechanism Administrative mechanisms for funding in place	Monitoring visits, service statistics

Assessment of Impact

CNS

Objective	Indicator	Data Source/Method of Assessment
Improve quality of services	Number of improvements made in CNS clinics	Periodic progress reports based on service data, monitoring by CNS and FPMD, evaluation of systems and procedures at clinic level
	Percentage of satisfied clients at CNS clinics	Client satisfaction survey, periodic assessment of client satisfaction during monitoring visits by CNS and FPMD
	Number of trainings conducted by internal CNS training cadre	Periodic progress reports, FPMD follow-up
Strengthen management skills of program managers	Strategic and operational plans developed and implemented	Review of results of planning and implementation process, periodic progress reports
	Practical management instruments for monitoring, supervision and evaluation developed and used	Periodic progress reports and FPMD technical staff monitoring